

读美国

READING  
America

张晓博 主编

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主编 张晓博  
编译 梁社英 杨臻 曹凤婷



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# FOREWORD

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## 前言

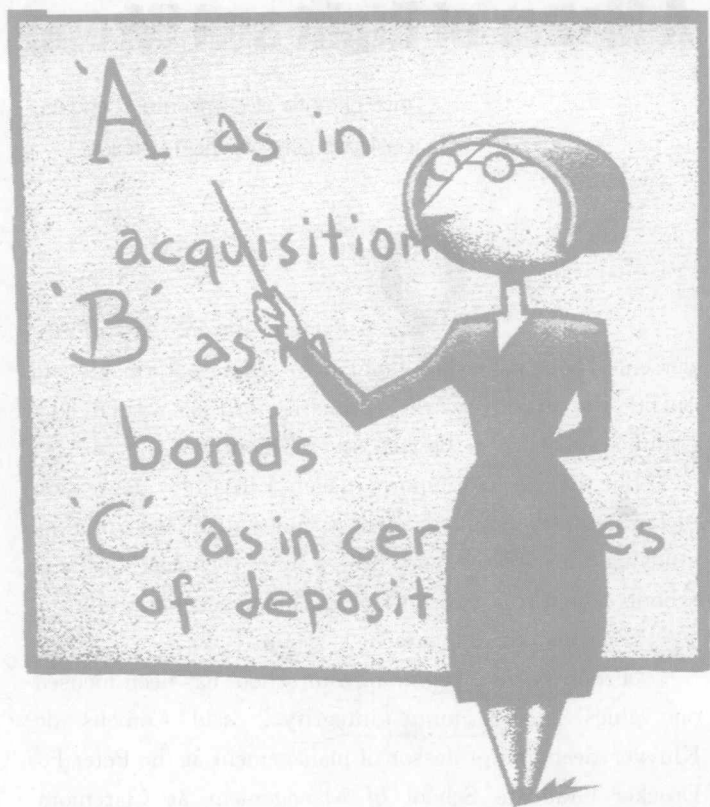
现在市面上英文阅读文章可谓林林总总，浩如烟海，但真正原汁原味的英语却是凤毛麟角。大部分阅读材料要么是为了纯粹简化阅读过程而作的改编和缩写，要么是为了考察相关能力而作了一定的“汉化”处理。这样一来，许多的英语口语句子和听力句子虽然在语法上有一定的逻辑性，但就实际的美国生活而言，它们似是而非，永远都不会出现。如果你跟着这样说、这样写，美国人也许不会当面指出，但他们肯定会发笑。

因为你的英语不地道。

在过去大家都不懂英语时，你懂一点就可以了，现在大家都知道一点英语，那你的英语就应该更地道。

这就是我们要为你奉献的，一本和当今美国生活息息相关、原汁原味的读物，让你了解美国概况，从教育制度到经济体系，从个人的工作经历到孩子们上学时的种种规章，多维度、多侧面地为你勾勒出真实的美国生活。文章选自最新的美国的报刊，题材精到、广泛，语言优美、形象，汉语译文准确雅正。同时我们对时下的俚语、难词加以注解，并配以简明扼要的导读。更重要的是，每一篇文章都散发着浓郁的生活气息和热烈的、美国人引以为荣的美国精神。

希望这就是你所想要的美文。



## 导读

美国教育十分重视理论联系实际。无论是课堂教学还是学生作业,都常引用最新、最普遍的社会现象进行分析。近来,大的上市公司财务舞弊案不断出现,引起社会的普遍关注。企业的社会责任和经营道德等问题,已成为许多商学院教学的一个新内容。除了在课堂上分析大公司运作的典型案例外,老师还要让学生们分组采访当地公司的高层主管,通过面对面的交谈,了解公司经营的程序和特点,了解企业的盈利与经营者的服务理念之间的关系。学生小组集体讨论后,要写出报告,并在课堂上进行交流发言。通过这个过程,学生们既增强了对所学专业的感性认识,又锻炼了接触社会的实际活动能力,尤其是对商业运作的“对”与“错”建立了初步概念。

## A Matter of Right and Wrong

—In a climate of corporate scandals, business schools tackle ethics

Qualcomm. Enron. Arthur Andersen. Those names are familiar to people both inside and outside the business world—primarily for their roles in corporate scandals over the past several months.

But they're also important names to a new generation of business students, who will spend a great deal of time studying their cases and others like them as business schools adjust to a new way of teaching their curriculum.

For some, the adjustment is minor.

"From the very beginning, our school has been focused on values and corporate integrity," said Cornelis de Kluyver, dean and professor of management at the Peter F. Drucker Graduate School of Management at Claremont Graduate University. "This has been our focus all the way, the theme in everything we do."

The Drucker School emphasizes its approach in its motto: "A Different (School of Thought.)"

In all of its courses, the school asks students to consider more than just the bottom line<sup>①</sup> when making decisions.

"We want them to think about the morality and ethics of their decisions when considering what they might do," de Kluyver said. "That's our philosophical bent<sup>②</sup>, so while you might see some schools add a special course or section in response to these scandals, this is not just a Band-Aid for us."

That approach isn't universal among business schools, although many of the best ones do teach more than just reading profit and loss statements.

A 1999 survey by the World Resources Institute and the Aspen Institute's Initiative for Social Innovation through Business sent to all 313 North American schools with graduate business programs drew only 60 responses showing activity on environmental or social issues.

If social and environmental concerns were issues in 1999, three years later the question is whether the Gordon Gekko<sup>®</sup> “Greed is good” mantra<sup>④</sup> of the '80s is now passé<sup>⑤</sup>.”

“I sense a great interest in ethical studies among our graduate students,” said Stan Deal, a professor of accounting at Azusa Pacific University. “These are the students who will be out in the business world within two years and they will be inheriting the fallout of all these corporate scandals.”

Deal said shocking things have happened in the last couple of years that few could have predicted.

“It’s obvious that there are cycles in business, and things that are important in one decade may subside in others,” he said. “But the magnitude of what is happening now is unlike anything I have ever seen. Arthur Andersen was one of the most conservative firms out there, one of the Big Five accounting firms. For them to dissolve in a matter of months is almost unbelievable.”

At Cal Poly Pomona, the curriculum is undergoing a review as part of the accreditation process. Some courses are being added and others are having ethical issues re-emphasized.

“These things have been part of our curriculum all along,” said Lynn Turner, associate dean of business administration. “They’re getting more attention now because events have compelled us to give them more.”

In the short run, that translates into an introductory course in ethics for accounting majors. Cal Poly also offers a course in philosophy and business ethics through the philosophy department that many business majors take.

“Ethical issues are also addressed in courses all our business majors take,” Turner said. “We offer a course in emerging issues in management that deals with current issues, and right now those current issues are ethics. We ask our students to look at all the implications—a business perspective, a sociopolitical perspective, a legal perspective and an ethical perspective.”

If schools are playing catch-up on ethics, de Kluyver calls it a result of 20 years of the entire country focusing



only on shareholders.

"We have worked to set a different tone," he said. "We teach people that this is about all stakeholders<sup>®</sup> in an issue and urge them to take a broader approach to society."

The University of La Veme is another school that has made ethics a focus of its undergraduate and graduate programs almost since the Gekko days.

"We decided in 1991 to include ethics and values in every course we teach," said Rita Thakur, a professor of business management. "If you look at ULV, values orientation has always been a very important aspect of our mission."

Thakur teaches an undergraduate course in business ethics, and she says her students this fall are doing projects on Qualcomm, Andersen, and Enron.

"People will bring their projects in and we will discuss them in class," she said. "We'll look at what happened, what needs to be changed and the values issues involved."

She also teaches a graduate course in corporate social responsibility, one she says is popular with older students.

"The majority of our graduate students come to us from the working world," she said. "They are very much into it, because these issues have had a huge impact on them."

In the end, de Kluyver says, being in business is about more than making money and maximizing earnings for shareholders.

"The really important question is how you make that money," he said. "Yes, you are there to create value for shareholders, but you are also there for your customers and other stakeholders, and besides, shareholders are loyal for about an hour and a half. <sup>⑦</sup>"

Schools are trying to teach their students that doing things right matters.

"One thing a CEO can control is how he treats his customers," de Kluyver said. "We try to teach our students that if they do the right thing, profits will flow. If you do all things right, the reward is profitability. It's not the other way around."



是非问题

## 是非问题

奎尔通信,安然,亚瑟安达信公司。这些名字已为商界内外大众耳熟能详,如此闻名却主要是因为近几个月来的商业丑闻。

但对新一代商学院学生而言,这些名字同样重要。他们会花很多时间来研究它们以及其他类似的案例。因为商学院已将课程调整,采用了新的方法。

对有些学校而言,调整不大。

“自始以来,我们学校一直注重价值和公司的诚信。”克来蒙研究院彼得·福达克管理研究分院的院长兼管理学教授卡穆利·德库鲁威说。“一直以来这都是我们的重点,是我们一切事物的主导。”

达克学院的座右铭强调其施教纲领:“独特的思想之校。”

在所有的课程中,学校要求学生在做决定时不要只考虑盈亏。

“我们希望他们权衡利弊时能顾及到相关决定的道德性和伦理性。”德库鲁威说。“这是我们的哲学导向。你可能看到有些学校因为那些商业丑闻而增加了专门的课程或章节,但在我们看来,那只不过是一付创可贴而已。”

尽管许多一流的学院也并非只教授些盈亏表,然而并非所有的商学院都采用这种施教纲领。

1999年世界资源协会联合爱思彭协会,在北美313所有着商业研究生项目的学校进行了一次“以商业推动社会变革的倡议”的调查,结果只有60所院校的课程安排中涉及环境或社会方面的问题。

如果1999年对社会及环境的关注还是个议题的话,三年过后,问题变成了:八十年代高登·盖考所宣扬的“贪心是件好事”是否现在已经过时了。

“我感到我们的研究生对道德规范问题的研究兴趣浓厚,”阿祖萨太平洋大学的财会学教授思坦·迪尔说。“这些学生在两年之内就要走出校园进入商界,并且他们

会受到所有这些公司丑闻的负面影响。”

迪尔说过去一两年中发生的令人震惊的事情,让世人难以预见。

“显而易见,商业有循环性。在这个年代至关重要的事情可能在其他年代中无足轻重,”他说。“但是现在发生的事情的规模是前所未有的。亚瑟安达信曾经是最保守的公司之一,‘五大’会计公司之一。他们在几个月之内就土崩瓦解了,这简直叫人难以置信。”

在开帕利·帕茂那大学,学校重新审核课程安排,使之成为鉴定学生是否合格的步骤之一。学校新增加了一些课程,对其他课程中的道德规范问题也再次重申。

“这些内容一直都是我们课程的一部分,”商业管理的副教务长琳·特纳说。“我们现在对这些方面更加注意,因为周围发生的事情使我们不得不认真对待。”

在短期内,有关道德规范的问题已被列入财会专业的入门课程。开帕利大学还在哲学系开设了一门哲学和商业道德的课程,许多商务专业的学生正在修读。

“道德问题在我们所有商务专业学生的课程中也有涉及,”特纳说。“我们还开设了一门课程,讲述管理中出现的有关当今热点的问题,而目前这些热点问题就是道德规范。我们要求学生要考虑到问题的方方面面——商业角度,社会政治角度,法律角度和道德角度。”

如果学校现在才想起来补道德规范的课,德库鲁威会把这归咎于20年来整个国家只把注意力放在股东身上的结果。

“我们力求树立另一种论调,”他说。“我们告诉学生,这是涉及到所有有利害关系的人的大事,因此他们应该用一种更广泛的角度来看待和处理社会问题。”

拉威美大学是另外一所几乎自盖考时代就开始把道德规范在本科生和研究生中作为一项重点的学校。

“我们在1991年决定把道德和价值观念融入到我们教授的每一门课程中,”商业管理学教授瑞塔·赛柯说。“如果你到拉威美大学,你会发现价值观念的导向是我们使命中非常重要的一部分。”

赛柯教一门本科生的商业道德的课程,她说她的学生们这个秋天做的课题项目中,将包括关于夸克、安达信、安然的丑闻。

“大家会把课题项目带来,然后我们一起在课堂上讨

论,”她说。“我们会回顾发生的事件,审视需要改进的地方,以及所涉及到的价值观念问题。”

她还教授一门有关公司的社会责任的研究课程。她说这门课在年长一些的学生中很受欢迎。

“我们的大部分研究生是有过工作经验的,”她说。“他们对这门课很有兴趣,因为这些议题对他们影响深远。”

最后,德库鲁威说,进入商界远不止赚钱和为股东们创造最大利润这么简单。

“真正重要的问题是你如何赚钱,”他说。“不错,你在那里是为了给你的股东们创造价值,但同时你还要为你的顾客,以及其他的有利害关系的人负责。再者,股东的诚信度只维持一个半小时而已。”

学校想告诫学生,正确地处理事情至关重要。

“一个 CEO 可以掌握的事情是他如何对待他的顾客,”德库鲁威说。“我们试图教导我们的学生,如果他们按照正确的方式行事,利润会随之而来。如果你所有的事情都做得无懈可击,利润就会成为囊中之物。反其道而行是行不通的。”

## NOTES

① the bottom line: 盈亏

② philosophical bent: philosophical purpose.

③ Gordon Gekko: a figure in a classical movie “Wall Street” in the '80s. He stood in front of the stakeholders and said: “ladies and gentlemen, greed is good.”

④ mantra: *n.* 颂歌,咒语(尤指四吠陀经典内咒文)

⑤ passé: *v.* something no longer important, old.

⑥ stakeholders: *n.* holder of deposit, holder of stakes (gambling).

⑦ ... and besides, shareholders are loyal for about an hour and a half: by saying so, he is implying that shareholders buy and sell their stocks all the time. So their loyalty to the company is only limited to the time when he owns the company stocks, which may be a very short period of time only.



## 导 读

30 年前,美国国会通过一项保护水资源的法律,要求排入江河湖海的废水必须经过处理,使这些水资源分别达到可饮用,游泳或养殖的水平。依据这项法律,净水工程由联邦政府制定标准,州政府负责实施执行,双方共同投资。经过 30 年一系列强硬而又尽可能公平的具体措施的施行,50%的水源达到了净化标准。在这中间,除了政府和有关组织的努力外,居民的配合与监督也起了很大的作用。最近,国家自然资源保护协会对各城市饮用水做了检验,并分别将各地水质情况报告给民众,让人们更科学地使用和保护水资源。

## Clean Water Act Turns 30

—Landmark legislation key component to nation's improved water quality

Rivers were bursting into flames, fish were dying and raw sewage<sup>①</sup>, chemicals and waste were being dumped into waterways nationwide.

That was before Oct. 18, 1972, the day Congress passed the Clean Water Act.

Thirty years later, environmentalists and lawmakers hail the Clean Water Act as a landmark statute that has greatly improved water quality and the treatment of wastewater before it is discharged into oceans and rivers.

"It was a pretty incredible piece of legislation," said Joe Haworth, spokesman for the Sanitation Districts of Los Angeles County, which runs various sewer treatment plants. "It was absolutely revolutionary. We really had discovered the plumbing of America was rotting and ... we spent the next two decades... replumbing America."

In its early years, the legislation provided \$200 billion in federal money to cities and counties nationwide to change sewage pipes and build and improve wastewater treatment plants, officials said.

The San Jose Creek Water Reclamation Plant, for example, was built in 1973, mostly from state and federal grants and low-interest loans created out of the Clean Water Act. Today, the plant treats 90 million gallons of sewer water a day from the San Gabriel Valley before it recycles it to golf courses, parks and school fields for irrigation and back into the San Gabriel River.

Although it has been amended over the years, the crux<sup>②</sup> of the Clean Water Act's goals remains: creating drinkable, fishable and swimmable rivers and lakes.

Area lawmakers and environmentalists say there has been much success in this area, but the effort needs to continue.

"It has led to less discharge of raw sewage and pollu-

tants, more refined monitoring, heightened awareness and better science as to what poses a danger to public health," said Sen. Barbara Boxer in a Senate hearing earlier this week to discuss the Act's 30th anniversary.

Boxer cited examples of change from the time when water bodies like the Cuyahoga River in Ohio burst into flames because it was so polluted with chemicals and industrial waste.

There were no fish in the ports of Los Angeles and Long Beach 30 years ago, Boxer said. Today because of the Clean Water Act, there are at least half a billion fish and 67 species of marine life.

"When the Clean Water Act was enacted, the goal was to make our waters swimmable and fishable," Boxer said. "Today, about 50 percent of them are. But that means that 50 percent of them are not."

The San Gabriel and Rio Hondo rivers each have sections where pollution problems have impacted their various uses, including to the wildlife habitat and recreational activities.

Citizen monitoring groups are being created to test the water quality of every lake, river and stream to measure how well wastewater treatment processes are working. A grass-roots group known as the friends of the San Gabriel River took samples a few weeks ago. Its findings are expected to be included in a national database that will continue monitoring the efforts.

"The purpose is to get people into the watershed to take a look at the water and to be a little more educated about the parameters of water quality," said Erick Burres, citizen monitoring coordinator for the Clean Water Team within the state's Water Resources Control Board. "Not a lot of us when we're sitting at home really take a look at what's flowing in our backyards and we take for granted there's a creek back there or a pond."

Burres says the monitoring will help state efforts to test water quality. Now decades after Congress passed the Clean Water Act with what scientists know then about water quality, groups are looking at what comes out of storm drains and is washed away during rains from urban devel-

creek n 溪 emission

opments and roadways.

The biggest emerging problem in water quality will be dealing with waste and debris that come from storm drains and other sources other than sewer pipes. Vehicle emissions, air pollution and soot that fall into streams and creeks need to be reduced or eliminated as well, said Wayne Nastri, Region 9 administrator of the U. S. Environmental Protection Agency.

“This non-point source of water pollution and dealing with storm runoff is going to be our biggest challenge,” said Nastri, who was in Baldwin Park on Thursday for the dedication<sup>③</sup> of a new \$ 31 million water treatment plant. “Still, there has been tremendous accomplishments made in water quality over the years. We had rivers with open sewage lines. We don’t have that today.”

Area environmentalists and lawmakers say the plan to preserve the Clean Water Act, despite recent efforts of the Bush administration to weaken it.

“What we are very concerned about is the backsliding that’s taken place in the last few years nationally,” said Marguerite Young, the California director of Clean Water Action, a national environmental group whose founder was one of the lead proponents behind the act. “The Bush administration is going after weakening the program and further slowing it down. They’re looking at changing the definitions of what counts as a lake, river or stream, and allowing changes in what can be dumped into our waterways.”



## “净水法案”生效 30 年

关于全国水质处理立法的里程碑

河流突然烈火熊熊，鱼儿奄奄一息，未经处理的下水道污水、化学物品和废物在全国到处被倾倒入河道里。

那是在 1972 年 10 月 18 号之前的事情了。那一天国会通过了“净水法案”。

三十年后，环境保护者和立法者欢呼净水法为里程碑性的法案，大大提高了水的质量改善了废水流入海洋和河流之前的处理。

“那是相当叫人刮目相看的一项法案，”洛杉矶“卫生行政管区”的发言人乔·哈沃斯说，他所在的这个卫生行政管区管理着好几家下水道处理工厂。“这绝对是项革命。我们确实发现美国的管道设备破损不堪，于是……我们用接下来的二十年……来重新铺设全国的管道设备。”

官方说，在早期时候，立法通过了从联邦财政中提出 2 亿美元在全国范围内给城市和县更换污水管道，建造及改善污水处理工厂。

例如建造于 1973 年的圣荷西湾废水回收工厂，是“净水法案”的产物，主要依靠州和联邦的补助金和低息贷款建造。今天工厂每天处理从圣加百利峡谷来的 9,000 万吨污水，并将处理后的水循环用到高尔夫球场、公园和学校草坪的灌溉上或者流回圣加百利河。

尽管这些年来“净水法案”历经修改，但其中心目标一如既往：创造可饮用的、能垂钓的、可畅游的河流和湖泊。

地区的立法者和环境保护主义者说这一带成果显著，但还要付出更多努力。

在这个星期早些时候举行的讨论净水法案实施 30 年的参议员听证会上，文芭芭拉·鲍克瑟说：“这项法案减少了污水和污染物的排放，在对公众健康造成危害的因素上监控更加细致，提高了公众意识，而且理论更具科学性。”

鲍克瑟引用了自从像俄亥俄州的库雅浩格河一类水

体发生自燃现象以来的变化,这条河曾经因为被化学药品和工业废水污染过度而发生过自燃。

30年前,在洛杉矶港口和长滩看不到鱼的影子,鲍克瑟说。今天,由于净水法案的实施,那里至少有5亿条鱼和67个物种的海洋生物。

“当净水法案颁布的时候,目标就是使我们的水可以游泳和钓鱼,”鲍克瑟说。“今天,大约50%的目标实现了。但是这意味着还有50%的目标还没有实现。”

圣加百利河及瑞奥宏多河各有一些地段的污染问题已经影响到了河流的各种用途,包括作为野生动物的栖息地和休闲娱乐活动场所。

居民们成立了检测团体来测试每个湖泊,河流和小溪的水质,以此衡量废水处理过程的效果如何。一个被称作“圣加百利河之友”的基层团体几个星期以前提取了样本,而其检测结果将被纳入全国性数据库以持续监控实施效果。

“这样做的目的是为了把人们的认识提高到一个新高度,通过对水的观察,能对水质的变化有更多的了解,”州立水资源控制委员会净水小组中的居民监测协调员艾瑞克·布鲁斯说。“当我们在家里闲来无事的时候,很少有人会关心后院的水质如何,并且我们对附近的溪流或者水塘熟视无睹。”

布鲁斯说监测有助于各州测试水质。在国会基于科学家当时对水质的认识通过净水法案几十年之后,居民团体开始留意暴风雨的排水管道排出的废物以及雨水从城市的建筑和道路上冲刷而来的废物。

现在水质中凸现出来的问题是如何处理从雨水冲刷及其他途径而来的废物和碎片,而不是下水管道中的污水。还需要减少车辆排出的废气、空气污染物和落入河流溪流之中的烟尘,美国环境保护代理机构第9区行政官温纳·奈斯说。

“水污染源无处可寻和雨水冲刷物的处理将是我们面临的最大挑战,”星期四,奈斯在鲍得温公园为价值3,100万美元的新污水处理厂献辞中宣称。“尽管如此,这些年来水质还是有了极大的提高。过去有污水管道直接通到我们的河流里,现在没有了。”

地区环境主义者和立法者讲了保护“净水法案”的计划,尽管最近布什政府试图削弱这一法案。

C D R B张